

REPORTING COVERSHEET

(Please attach report narrative - 5 pages maximum;
see Reporting Guidelines for narrative details)


ORGANIZATION INFORMATION

1. Organization Name: Memphis Shelby Crime Commission	
2. Address: 600 Jefferson, Suite 400	6. Executive Director: Bill Gibbons
3. City: Memphis	7. Phone Number: 901-527-2600
4. State: TN	8. Fax Number: 901-577-0286
5. Zip Code: 38105	9. E-Mail:
10. Contact Person and Title (if not Executive Director): bgibbons@memphiscrime.org	
11. Have there been any changes to your organization's 501(c)(3) status since your request for this grant? <input type="radio"/> Yes <input checked="" type="radio"/> No If Yes, please explain:	

GRANT INFORMATION

12. Type of Grant: <input type="radio"/> General Operating Grant <input type="radio"/> Challenge Grant <input checked="" type="radio"/> Project Support <input type="radio"/> Other	
13. If other, please specify:	
14. If Project Support, Project Title: MPD Recruitment and Retention	
15. Grant Amount: \$1,000,000	16. Grant Period: From May 17, 2017 To: December 31, 2020

REPORT INFORMATION

17. Date of Report: December 13, 2017	18. Report Due Date: December 15, 2017
19. Dates Covered by Report: From May 17, 2017 To: December 31, 2017	
20. Report Type: <input checked="" type="radio"/> Progress Report <input type="radio"/> Final Report <input type="radio"/> Financial Attachments Included	
21. Signature of Executive Director: 	Date: December 13, 2017
22. Printed Name and Title: Bill Gibbons, President	
23. Project Manager Name, if different from ED:	



Memphis Shelby Crime Commission

PROGRESS REPORT TO THE J. R. HYDE FAMILY FOUNDATION ON GRANT TO SUPPORT MPD RECRUITMENT AND RETENTION

Pursuant to the Grant Agreement with the Memphis Shelby Crime Commission for MPD Recruitment and Retention, the following is the Progress Report due by December 15, 2017:

GOALS OF ORGANIZATION

Governed by a 50-member board of directors comprised of leaders in law enforcement, criminal justice, business, government, the non-profit community, and the faith community, the Memphis Shelby Crime Commission is the leading community-based entity focused on public safety. The primary mission of the Crime Commission is to improve public safety in the Memphis community by identifying and promoting evidence-based and evidence-informed best practices. A key part of that mission is to spearhead development of a plan (Operation: Safe Community) to significantly improve public safety in the Memphis area, galvanize diverse leaders and stakeholders in the implementation and support of the plan, and oversee the hard work necessary to achieve implementation. It is the only community entity responsible for carrying out this public safety mission, which is of critical importance to the future of the community.

The University of Memphis Public Safety Institute (PSI) and the Crime Commission have entered a research-practice partnership for the benefit of the Memphis community. The development of that partnership is being led by the PSI's executive director in consultation with public safety practitioners along with University faculty and other researchers.

GOALS OF FUNDED PROGRAM/PROGRESS

A key plan objective focuses on resolving staffing shortages in local law enforcement. A major step toward recruiting and retaining Memphis Police Department (MPD) officers has been achieved through a multi-year \$6.1 million commitment from the private sector geared primarily to retention and referral bonuses. This represents an unprecedented commitment by the private sector to law enforcement. The \$1,000,000 grant from the J. R. Hyde Family Foundation is a key component of this private sector commitment.

Since 2011, MPD has dropped from approximately 2500 commissioned officers to below 2000 officers, a net loss of about 20 percent of the force. That loss cannot be made up overnight. It must be a multi-year effort. Under Mayor Jim Strickland, the City of Memphis has established a goal of increasing the MPD complement to 2300 officers by 2020. The City's efforts include:

- Adding approximately 200 new officers per year:
- Hiring approximately 100 Police Service Technicians (PSTs) per year, freeing up commissioned officers for other duties and serving as an important pipeline for new police recruits:
- Reducing commissioned officer turnover through higher retention levels: and

- Building a culture within MPD focused on collaboration, innovation, accountability, and service.

The Memphis Police Department (MPD) is making progress increasing the number of commissioned officers. In August of this year, MPD graduated 85 new officers from its training academy out of a class of 108 (and for which there were 2,180 applicants). This was the largest class in years. A current class of approximately 100 enrollees (out of 1,985 applicants) is scheduled to graduate in January. It will be followed by additional classes in 2018, and the City will be stepping up its lateral hiring efforts as well.

As of December 8, 2017, there were 63 PSTs on the MPD force, with efforts underway to ramp up that number.

While slightly over 100 MPD commissioned officers have retired or resigned so far this year, as of November 17, 611 out of 694 officers eligible for four-year retention bonuses funded through the private sector (88 percent) had signed up, a very encouraging sign looking ahead.

As of December 8, the commissioned officer count at MPD was 1,963. With the steps already taken and those in the pipeline, MPD is on the verge of its first net increase in commissioned officers since 2011.

It is important to note that, in addition to resolving staffing strategies in local law enforcement, the Operation: Safe Community crime plan calls for increased emphasis on data-driven, proactive policing and a zero-based assessment of the optimal number of commissioned officers needed.

MPD has designated Deputy Chief Don Crowe to spearhead a ramping up of data-driven deployment of personnel. And the City of Memphis has retained the International Association of Chiefs of Police to conduct a zero-based assessment of staffing needs in 2018.

Attached is the most recent MPD Recruiting and Retention Update, issued by the City of Memphis in October of this year.

BOARD CHANGES

A number of board members who have either moved from their public or private sector positions or face time constraints have rotated off the board. New members over the past year include the following:

- Louis "Bo" Allen (First Tennessee Bank)
- Rob DelPriore (Mid-American Properties)
- Michael Gavin (F.B.I.)
- Mark Gwyn (T.B.I.)
- Tony Parker (Tennessee Department of Correction)
- Mike Donavant (U.S. Attorney)
- Craig Weiss (Central Defense Security & Staffing)
- Melanie Blakeney (Memphis Area Association of Realtors)
- General Sessions Court Judge Gerald Skahan
- Criminal Court Judge John Campbell
- Jim Baker (Owen Brennan's)
- Thomas Cleves (International Paper)

There have been no staff changes at the Crime Commission over the past year.

ATTACHMENTS

- The most recent MPD Recruiting and Retention Update
- The most recent audited financial statements
- The current and projected budget for the MPD Recruitment and Retention Program
- A list of major funders of the MPD Recruitment and Retention Program
- A current list of the Crime Commission board



MPD RECRUITING AND RETENTION UPDATE FY18 Q2

Alex Smith, Chief HR Officer

Oct 2017

MPD recruiting and retention strategic plan

Executive summary




Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

1. **Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
2. **Enhance police recruiting efforts:** successfully add 200 new officers per year
3. **Enhance force multiplier recruiting efforts:** hire 100 PSTs and 25 dispatchers per year
4. **Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

MPD Recruiting and Retention – Goal Progress

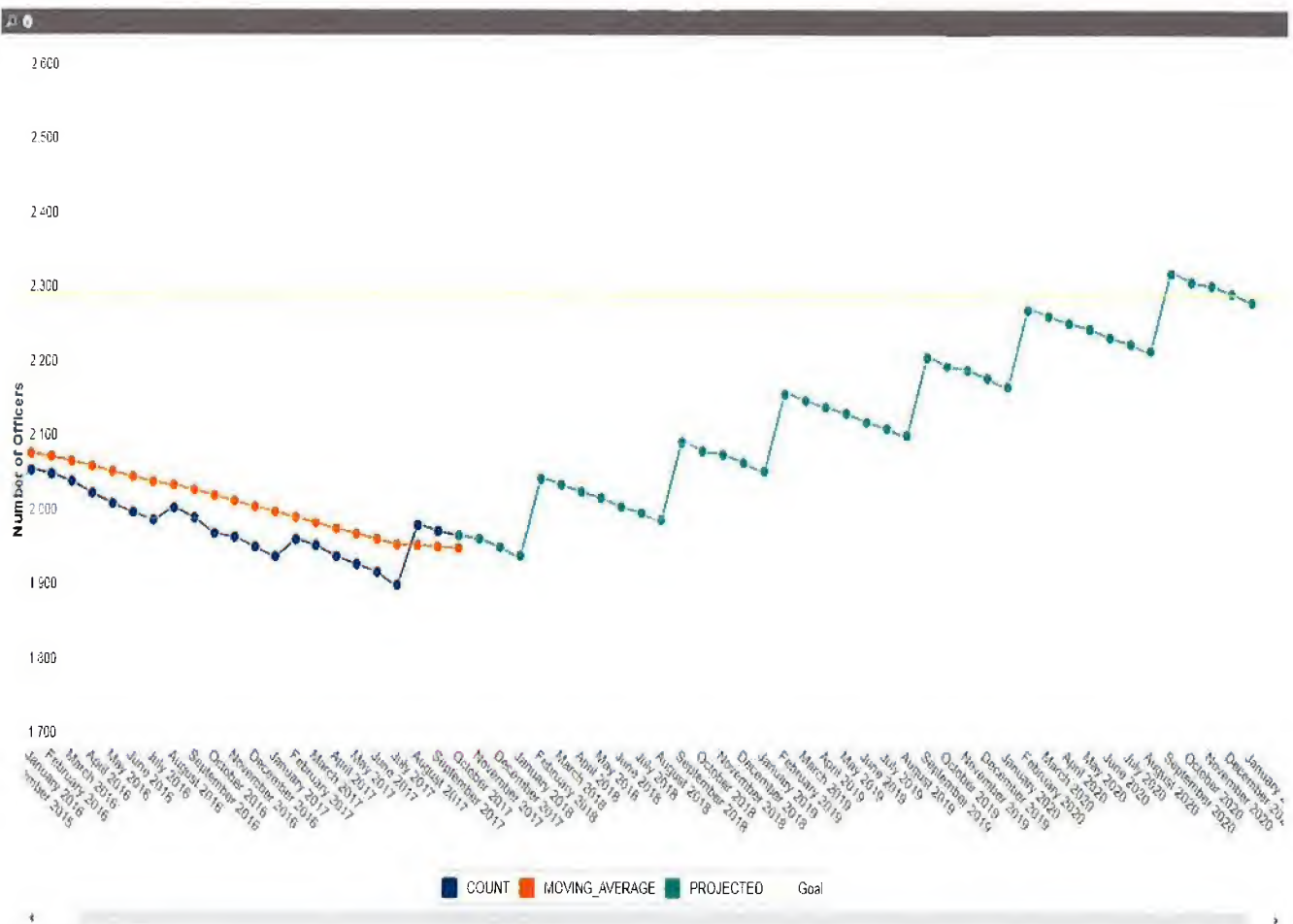
Goal	Description	Status	Comments
Enhance police recruiting efforts	Add 200 new officers per year	 	<ul style="list-style-type: none"> • 85 graduated in Aug 17 • 100 hired for PR124 • 5 hired in lateral programs • 2nd Recruitment Road Show underway-13 cities + military bases • College/University Criminal Justice Senior Recruitment
Enhance force multiplier recruiting efforts	Hire 85 PSTs		<ul style="list-style-type: none"> • Currently have 66 PSTs • Ramping up 2nd Blue Path and PST classes now
Lower sworn officer turnover to 2013 levels	115 sworn officers per year		<ul style="list-style-type: none"> • 109 resigned/retired YTD • 75% Take rate with retention bonuses

MPD current compliment *(as of October 23)*

Role	Number of employees
Commissioned Officers	1,973
Police Recruit	102
Police Radio Dispatcher	139
Police Service Technician	66

Police Complement Tracking

This chart shows the total officer count from Dec. 2015-July 2017. The orange line is a 13-month average, and the dark blue is the headcount at the first of each month. The green line shows the growth needed to reach 2300 officers by December 2020. The goal is achievable if the City graduates 222 officers (two classes of 111 per year) while losing 108 officers per year to attrition. The City lost 133 officers to attrition in FY17 and graduated 85 officers in the most recent class.

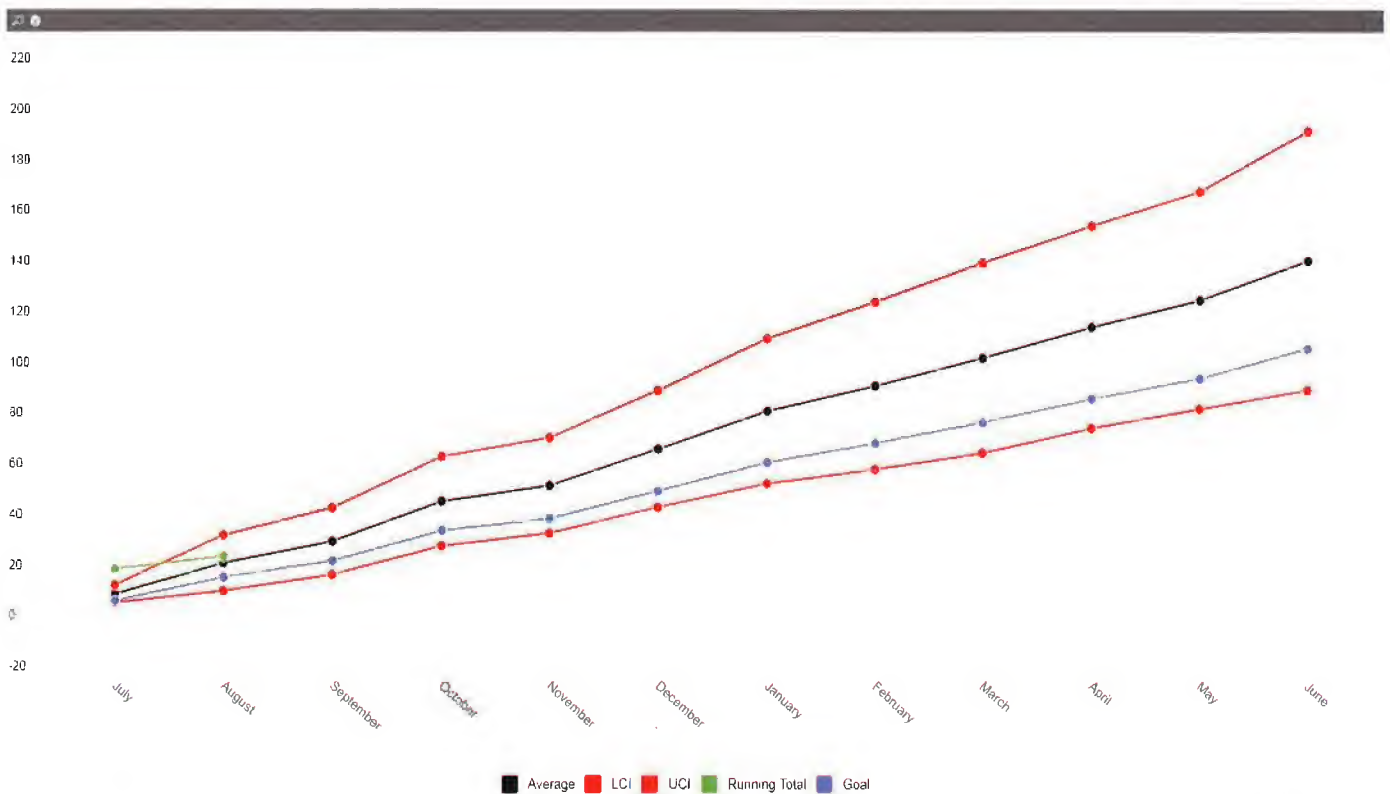


MPD attrition *(as of October 23)*

	Police Services								
	Commissioned			Non-Commissioned			All Employees		
	Retire ment	Resign ation	Total	Retire ment	Resign ation	Total	Retire ment	Resign ation	Total
2012	43	31	83	10	25	55	53	56	138
2013	45	57	115	6	17	40	51	74	155
2014	77	83	168	17	23	52	94	106	220
2015	71	111	182	5	18	23	83	121	205
2016	72	68	140	10	35	45	81	103	185
2017	55	54	109	4	27	31	59	81	140

Police Separations FY 2018

This chart shows the rate of officer attrition month-over-month for FY2018 with the six-year average in black and the running total in green. The purple line shows the FY18 attrition goal of 108 officers. The red guide rails represent the upper and lower confidence intervals, meaning we can say with 90% accuracy that future values will fall within this range.





Workforce Plan

MPD Projected Workforce Need - 2018 - 2020					
Calendar Year	2017	2018	2019	2020	2021
MPD Sworn Headcount Forecast - March 31	1964	2006	2111	2216	2321
Applicants	4000	6000	6000	6000	6000
PII Recruit Starting Academy	210	300	300	300	300
PII Recruit - Graduating (30% attrition)	147	210	210	210	210
Lateral Recruit - Graduating	25	25	25	25	25
Total Additional Recruits	172	235	235	235	235
Sworn Attrition	130	130	130	130	130
Net Officer Gain	42	105	105	105	105



Retention Bonus

As of 10/23/2017

	Silver (3 – 5)	Gold (6 – 8)	Platinum (9 – 11)	Total Participan ts	CY17 Projected Amount (\$)	Take Rate
Agreement signed	69	323	149	541	\$1,082,000	78%
No agreement	39	74	39	152	\$0	
Grand Total	108	397	188	693	\$1,082,000	

Police Applicants By Class

PR123 had 2,180 applicants, 108 enrollees and 85 graduates. PR124 had 1,983 applicants and 100 enrollees, and is set to graduate in January 2018. The applicant goal for PR125 is 2,300 applicants.

Applicants Month-over-Month





Tentative Upcoming Class Dates

- General Class PR125 - March 19, 2018
- Fast Track Class 2- February 19, 2018
- Blue Path Cohort 2- June 25, 2018
- General Class PR126 - August 20, 2018
- Lateral Class 19 - June 18, 2018
- Fast Track Class 3 - June 30, 2018



YTD Spend

	YTD Spending
Recruitment Support	\$454,276.61
Travel Budget	\$0
Retention Bonuses	\$0
Culture Initiatives	\$0
Total	\$454,276.61

- YTD Spend is \$454,306.61 out of \$1,603,150 - 28% of spend
- Retention bonuses will be paid on 11/17 increasing spend



Next Steps

- Established new public safety recruiting team in HR
- Ramping up for PR 125th
- Launching new \$2000 referral bonus program
- Multiple city roadshow
- 13 cities + military base hiring + college/university recruitment

MEMPHIS SHELBY CRIME COMMISSION

FINANCIAL STATEMENTS

September 30, 2016 and 2015



TABLE OF CONTENTS

	Page
INDEPENDENT AUDITOR'S REPORT	1
FINANCIAL STATEMENTS	
Statements of Financial Position	3
Statements of Activities	4
Statements of Functional Expenses	5
Statements of Cash Flows	6
Notes to Financial Statements	7

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Memphis Shelby Crime Commission
Memphis, Tennessee

We have audited the accompanying financial statements of the Memphis Shelby Crime Commission (a nonprofit organization), which comprise the statements of financial position as of September 30, 2016 and 2015, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Memphis Shelby Crime Commission as of September 30, 2016 and 2015, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Watkins Wilkerson, PLLC

Memphis, Tennessee
January 30, 2017

MEMPHIS SHELBY CRIME COMMISSION**STATEMENTS OF FINANCIAL POSITION**

September 30, 2016 and 2015

<u>Assets</u>		
	<u>2016</u>	<u>2015</u>
Assets		
Cash and cash equivalents	\$ 471,191	\$ 126,012
Contributions receivable	115,000	12,000
Grants receivable	67,174	68,347
Other receivable	10,696	-
Prepaid expenses	5,794	3,510
Deposits	<u>1,899</u>	<u>1,899</u>
	671,754	211,768
Fixed Assets		
Furniture and fixtures	21,986	21,036
Computer equipment and software	27,665	25,627
Less: accumulated depreciation	<u>(42,583)</u>	<u>(41,096)</u>
Total fixed assets	7,068	5,567
Total assets	<u>\$ 678,822</u>	<u>\$ 217,335</u>
<u>Liabilities and Net Assets</u>		
Liabilities		
Accounts payable	\$ 142,914	\$ 24,219
Accrued expenses	<u>1,124</u>	<u>792</u>
Total liabilities	144,038	25,011
Net Assets		
Unrestricted	54,602	186,968
Temporarily restricted	<u>480,182</u>	<u>5,356</u>
Total net assets	<u>534,784</u>	<u>192,324</u>
Total liabilities and net assets	<u>\$ 678,822</u>	<u>\$ 217,335</u>

The accompanying notes are an integral part of these financial statements.

MEMPHIS SHELBY CRIME COMMISSION

STATEMENTS OF ACTIVITIES

For the Years Ended September 30, 2016 and 2015

	2016		2015	
	Unrestricted	Temporarily Restricted	Unrestricted	Temporarily Restricted
Public Support and Revenues				
Contributions and grants	\$ 755,491	\$ 478,290	\$ 721,881	\$ 2,292
Interest income	-	-	27	-
Other	5,994	-	-	-
Net assets released from restriction	3,464	(3,464)	48,028	(48,028)
Total public support and revenues	764,949	474,826	769,936	(45,736)
Expenses				
Programs				
OSC	837,645	-	438,700	-
Safeways	-	-	295,712	-
Management and general	59,670	-	61,321	-
Total expenses	897,315	-	795,733	-
Change in net assets	(132,366)	474,826	(25,797)	(45,736)
Net assets, beginning of the year	186,968	5,356	212,765	51,092
Net assets, end of the year	\$ 54,602	\$ 480,182	\$ 186,968	\$ 5,356
				\$ 192,324

The accompanying notes are an integral part of these financial statements.

MEMPHIS SHELBY CRIME COMMISSION

STATEMENTS OF FUNCTIONAL EXPENSES

For the Years Ended September 30, 2016 and 2015

	2016			2015		
	Program Expenses		Management and General	Program Expenses		Management and General
	OSC	Total		OSC	Safeways	Total
Salaries	\$ 122,100	\$ 21,547	\$ 143,647	\$ 161,519	\$ 149,839	\$ 28,503
Employee benefits	21,040	3,713	24,753	23,718	21,825	4,186
	143,140	25,260	168,400	185,237	171,664	32,689
Accounting fees	-	24,754	24,754	-	3,750	20,450
Advertising	2,401	423	2,824	484	6,180	85
Computer expenses	6,632	1,170	7,802	6,497	643	1,146
Meetings, and travel	7,496	-	7,496	20,001	2,458	-
Data collection	125,596	-	125,596	58,606	-	-
Depreciation	1,263	224	1,487	3,918	-	692
Contributions to others	-	-	-	-	58,345	-
Insurance	1,805	319	2,124	2,797	6,951	494
Legal fees	-	330	330	-	3,100	22
Miscellaneous expense	25,144	-	25,144	6,453	-	-
Office supplies	2,978	525	3,503	7,313	150	1,290
Postage	551	97	648	393	20	69
Printing	4,462	787	5,249	6,147	-	1,085
Professional services	468,930	-	468,930	104,409	32,943	-
Bike rewards	14,488	-	14,488	17,412	-	-
Publications	-	-	-	335	-	-
Rent	28,793	5,081	33,874	15,530	7,595	2,740
Telephone	3,966	700	4,666	3,168	1,913	559
	\$ 837,645	\$ 59,670	\$ 897,315	\$ 438,700	\$ 295,712	\$ 61,321
						\$ 795,733

The accompanying notes are an integral part of these financial statements.

MEMPHIS SHELBY CRIME COMMISSION**STATEMENTS OF CASH FLOWS**

For the Years Ended September 30, 2016 and 2015

	<u>2016</u>	<u>2015</u>
Cash Flows Provided By (Used For) Operating Activities:		
Change in net assets	\$ 342,460	\$ (71,533)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided By (Used For) Operating Activities:		
Depreciation	1,487	4,610
Noncash contribution to others - fixed assets	-	17,871
Changes in Operating Assets and Liabilities:		
Contributions receivable	(103,000)	42,000
Grants receivable	1,173	46,139
Other receivable	(10,696)	-
Prepaid expenses	(2,284)	(1,857)
Deposits	-	-
Accounts payable	118,695	16,004
Accrued expenses	332	124
Total adjustments	<u>5,707</u>	<u>124,891</u>
Net cash provided by operating activities	<u>348,167</u>	<u>53,358</u>
Cash Flows Used For Investing Activities:		
Purchase of fixed assets	<u>(2,988)</u>	<u>(2,903)</u>
Net cash flows used for financing activities	<u>(2,988)</u>	<u>(2,903)</u>
Net increase in cash and cash equivalents	345,179	50,455
Cash and cash equivalents, beginning of the year	<u>126,012</u>	<u>75,557</u>
Cash and cash equivalents, end of the year	<u>\$ 471,191</u>	<u>\$ 126,012</u>

The accompanying notes are an integral part of these financial statements.

MEMPHIS SHELBY CRIME COMMISSION

NOTES TO FINANCIAL STATEMENTS

September 30, 2016 and 2015

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

Memphis Shelby Crime Commission (“the Commission”) is a nonprofit organization established to be a bridge between the public and law enforcement for the purpose of reducing crime.

Nature of Operations

The Commission is primarily supported by private individuals and organizations. The Commission has implemented several programs over the years to reduce crime. Currently, the Commission, in conjunction with the business leaders of Memphis Tomorrow and the University of Memphis Center for Community Criminology and Research, initiated the Operation Safe Community (“OSC”) program. The program is a strategic initiative to reduce crime in Memphis and Shelby County by guiding law enforcement, both by itself and through specific types of community partnerships. The program consists of fifteen strategies that identify lead organizations, a plan of action, and measurements for success. The Commission also operated the Safeways program, which promotes improved community safety and quality of life in Memphis apartment communities; the Commission ceased operation of the program in 2015.

Method of Accounting

The financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Contributions and Grants

Contributions and grants are recognized as revenue when they are received or unconditionally pledged. Conditional promises to give are recognized only when the conditions on which they depend are substantially met and the promise becomes unconditional.

All contributions are considered unrestricted unless specifically restricted by the donor. Donor-restricted contributions are recorded as temporarily restricted or permanently restricted support depending on the existence and/or nature of any donor restrictions. Restricted net assets are reclassified to unrestricted net assets upon satisfaction of the time or purpose restriction. When a donor restriction expires in the same year received, revenue is recognized as unrestricted net assets.

Concentrations And Credit Risks

The Commission's credit risks primarily relate to cash. The Commission maintains cash balances at two banks. Accounts at each institution are insured by the Federal Deposit Insurance Corporation ("FDIC") up to an aggregate of \$250,000.

For the years ended September 30, 2016 and 2015, 67% and 48% of the Commission's contributions and grants were from four and three donors, respectively.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Commission considers all highly liquid debt instruments purchased with original maturities of three months or less to be cash equivalents.

Receivables

Receivables are stated at the amount management expects to collect from balances outstanding. Management closely monitors outstanding balances throughout the year, and writes off to expense all balances that are considered uncollectible. Accordingly, management does not deem an allowance for doubtful accounts to be necessary. All receivables are due within one year.

For the year ended September 30, 2016, 87% of the Commission's receivables were from two donors. For the year ended September 30, 2015, 85% of the Commission's receivables were from two donors.

Fixed Assets

Fixed assets purchased are stated at cost and donated assets are recorded at estimated fair market value at the time of donation. Depreciation is computed using the straight-line method over the estimated useful lives of the assets ranging from 3 to 7 years. Maintenance and repairs are charged to operations when incurred. Betterments and renewals greater than or equal to \$500 are capitalized. When fixed assets are sold or otherwise disposed of, the asset account and related accumulated depreciation account are relieved, and any gain or loss is included in operations.

Net Assets

The Organization's net assets and changes therein are classified and reported as follows:

Permanently Restricted Net Assets – Permanently restricted net assets represent contributions subject to donor-imposed stipulations to be invested in perpetuity, for which only the income may be available for program operations. At September 30, 2016 and 2015, the Commission had no permanently restricted net assets.

Temporarily Restricted Net Assets – Temporarily restricted net assets represent gifts or other revenues wherein donors have specified the purpose for which the net assets are to be spent or time restrictions imposed or implied by the nature of the gift. When a restriction is fulfilled,

temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Unrestricted Net Assets – Unrestricted net assets are all the remaining net assets of the Organization.

In-Kind Donations

Donated materials and contributed services are recorded as contributions at their estimated fair values at the date of donation. Contributions of services are recognized in the financial statements if the services enhance or create non-financial assets or require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. For the years ended September 30, 2016 and 2015, the Commission recognized no in-kind revenue.

Functional Expenses

The costs of providing various program services have been summarized on a functional basis in the statements of functional expenses. Accordingly, certain costs have been allocated between programs and supporting services based on time and usage estimates.

Tax Status

The Commission is exempt from income tax under Internal Revenue Code Section 501(c)(3). The Commission files an exempt organization return in the United States federal jurisdiction.

Date of Management's Review

The Commission evaluated its September 30, 2016 financial statements for subsequent events through January 30, 2017, the date the financial statements were available to be issued. Management is not aware of any subsequent events which would require recognition or disclosure in the financial statements.

NOTE 2 – CONDITIONAL GRANT

During 2016, the Commission was awarded a conditional grant in the amount of \$1,000,000, which is contingent upon the Commission sending in satisfactory progress reports as stipulated in the agreement. Provided the conditions are met, the grant is payable to the Commission over a three year period commencing in 2016. For the year ended September 30, 2016, the amount received and recorded by the Commission related to this grant totaled \$333,334. As of September 30, 2016, the Commission had outstanding commitments of \$666,666, which have not been recorded in the accompanying financial statements, nor will they be until the conditions are met as stipulated.

NOTE 3 – TEMPORARILY RESTRICTED NET ASSETS

At September 30, 2016 and 2015, net assets were temporarily restricted as follows:

	<u>2016</u>	<u>2015</u>
Public Safety Institute	\$ 307,738	\$ -
K2 Intelligence	170,552	-
Victim Assistance Dinner	1,892	1,892
Do the Write Thing	-	1,172
Catalyst	-	2,292
	<u>\$ 480,182</u>	<u>\$ 5,356</u>

NOTE 4 – CONTRIBUTIONS TO OTHERS

During the year ended September 30, 2015, the Commission ceded operations of the Safeway program to a newly-formed, independent not-for-profit organization. In connection with the formation of the new organization, the Commission made a contribution to the organization of cash and fixed assets. The combination of the cash contributed and the net book value of the fixed assets contributed totaled \$58,345, and is recorded as contribution to others expense on the statement of functional expenses.



**CURRENT AND PROJECTED BUDGET
FOR
MPD RECRUITMENT AND RETENTION PROGRAM**

Expenditures (Payments to City)

2017 \$400,787.50 (paid)

2018 \$ 1, 527,862.50

2019 \$1,146,800

2020 \$1,241,850

2021 \$1,783,200

Total \$6,100,500

Revenue (Contributions/Pledges)

\$895,000 (received)
 525,000 (remaining)
\$1,420,000

\$1,670,000

\$1,670,000

\$1,420,000

\$ 6,180,000



**LIST OF MAJOR FUNDERS OF
THE MPD RECRUITMENT AND RETENTION PROGRAM**
CONFIDENTIAL

1. American Residential Services
2. AutoZone
3. Baker, Donelson
4. Baptist Memorial Healthcare
5. Dobbs Management Service
6. First Horizon National Corporation
7. Hyde Family Foundation
8. International Paper
9. Memphis Tomorrow
10. Methodist LeBonheur Healthcare
11. Mid-America Apartments
12. Southeast Asset Management
13. SunTrust Bank



MEMPHIS SHELBY CRIME COMMISSION

600 Jefferson Ave. · Suite 400 · Memphis, TN 38105

901.527.2600 · Fax 901.577.0286 · www.memphiscrime.org

Board of Directors 2017 -2018

1. **Mr. Ben C. Adams, Jr.** (Baker, Donelson, Bearman, Caldwell & Berkowitz, PC)
2. **Mr. Louis “Bo” Allen** (First Tennessee Bank)
3. **Mr. James (Jim) Baker, Owner** (Owen Brennen’s Restaurant)
4. **Commissioner Mark Billingsley** (Christian Brothers University)
5. **Ms. Melanie Blakeney, CEO** (Memphis Area Association of Realtors)
6. **Mr. Jerry Blum** (AutoZone)
7. **Mr. Stephen Bush** (Shelby County Government)
8. **Judge John Campbell** (State of Tennessee)
9. **Mr. Dave Carlson** (Smith & Nephew)
10. **Mr. Kevin Clarkson** (CB Richard Ellis)
11. **Mr. Thomas Cleves** (International Paper)
12. **Judge Lee V. Coffee** (Tennessee State Government)
13. **Mr. Jerry Collins, CEO/President** (Memphis Light, Gas, and Water)
14. **Representative John Deberry** (Tennessee State Government)
15. **Mr. Rob DelPriore, CEO** (Mid-America Properties)
16. **Mr. John Dudas** (Belz Enterprises)
17. **U. S. Attorney Mike Dunavant** (United States Government)
18. **Mr. Ryan Ehrhart Sr. V. P.** (Raymond James)
19. **F.B.I. SAC Michael T. Gavin** (United States Government)
20. **T.B.I. Director Mark Gwyn** (Tennessee State Government)
21. **Mr. Terry Harris V.P.** (Federal Express Corporation)
22. **Mr. Jeffrey Higgs Ex. Director** (Lemoyne-Owen College Community Development Corporation)
23. **Mr. Henry Hooper II, Agent/Owner** (State Farm Insurance)
24. **Superintendent Dorsey Hopson, II** (Shelby County School District)
25. **Mr. Larry Jensen** (Commercial Advisors)
26. **Mr. Pierce Ledbetter** (LEDIC Mgt. Group, LLC)
27. **Mayor Mark Luttrell** (Shelby County Government)
28. **Mr. Rick Masson** (Plough Foundation)
29. **Mayor Keith McDonald** (City of Bartlett)
30. **Mr. Doug McGowen** (City of Memphis)
31. **Judge Dan Michael** (Shelby County Government)
32. **Mr. Glenn Moore** (Glenn Moore Realty)
33. **Mr. Johnny Moore, Jr.** (SunTrust Bank, Memphis)
34. **Councilman Worth Morgan** (City of Memphis Government)
35. **Ms. Olliette Murry-Drobot** (Family Safety Center)



MEMPHIS SHELBY CRIME COMMISSION
600 Jefferson Ave. · Suite 400 · Memphis, TN 38105
901.527.2600 · Fax 901.577.0286 · www.memphiscrime.org
Board of Directors 2017 -2018

- 36. **Pastor Keith Norman** (First Baptist Church – Broad)
- 37. **Senator Mark Norris** (Tennessee State Government)
- 38. **Sheriff Bill Oldham** (Shelby County Government)
- 39. **Mayor Mike Palazzolo** (City Of Germantown)
- 40. **Commissioner Tony Parker** (Tennessee State Government)
- 41. **Director Michael Rallings** (City of Memphis Government)
- 42. **Judge Gerald Skahan** (Shelby County Government)
- 43. **Ms. Carol Ross-Spang** (S.V.P. Human Resources, Methodist LeBonheur Healthcare)
- 44. **Mr. David M. Slott** (American Residential Services)
- 45. **Mayor Jim Strickland** (City of Memphis Government)
- 46. **Ms. Blair Taylor** (Memphis Tomorrow)
- 47. **Judge Chris Turner** (Shelby County Government)
- 48. **Dr. K. B. Turner** (University of Memphis)
- 49. **District Attorney Amy Weirich** (Tennessee State Government)
- 50. **Mr. Craig Weiss** (Central Defense Security/Tower Ventures)